

## Civilian processes become 'lean'

WASHINGTON—Air Force civilian personnel leaders want to eliminate procedural bottlenecks and waste by applying a concept called “lean.”

Lean is a way of streamlining processes and making them more efficient by removing waste, reducing cycle time and improving customer satisfaction, according to David W. Davenport, the chief of the re-engineering and development division at Randolph AFB, Texas.

“Lean provides a way to do more with less and less,” Davenport said. “Less human effort, less equipment, less time and less space, while coming

closer and closer to providing the customers with exactly what they want.”

The initial target to be “leaned” is the civilian personnel fill process, where the current Air Force standard for a fill action is 100 days. There are three teams working to improve the vacancy-fill process for several civilian occupational series.

“You can see why this is called a rapid improvement process: things happen very quickly to ensure the change process does not become bogged down, and for this reason flexibility and preparation are a must,” Davenport said.

## Air Guard members return from Kuwait

The Kirtland AFB Honor Guard joined families and friends welcoming the return of 13 New Mexico Air National Guard members who were deployed in Kuwait the past four months.

The members were greeted the afternoon of Aug. 30 at the Albuquerque International Sunport.

The New Mexico Air National Guard has 23 F-16 fighter jets in the 150th Fighter Wing and about 1,000 members serving at Kirtland AFB, many of whom are deployed supporting Operations Enduring Freedom, Noble Eagle, Iraqi Freedom and regular missions.

## Air Force legal professionals become JAG Corps

Air Force lawyers, paralegals and court reporters are no longer part of the Judge Advocate General's Department; they are now in the “JAG Corps.”

The change is part of two directives designed to eliminate confusion and clarify the duties and responsibilities of the JAG and the General Counsel.

The name change does not create any changes in reporting requirements, assignments or responsibilities,

said Maj. Gen. Thomas J. Fiscus, the judge advocate of the Air Force.

The second secretarial directive shifts some responsibilities. Legislation and standards of conduct at the Air Force headquarters level move to the general counsel, while contractor bid protests move to the JAG.

“In terms of the overall Air Force, the order reaffirms the status of the GC as the chief legal officer of the Air Force,

and reaffirms (the) JAG's roles with respect to the military justice system and operational matters,” Fiscus said.

According to Fiscus, the service adopted the term “department” as a carryover from its Army roots. Later, the Army and Navy changed their JAG departments to “corps,” but the Air Force kept the department title because leaders at the time felt the term corps implied too much autonomy.

“Our first JAG ... did not want to become a ‘corps’ because he wanted JAGs to work directly for their commanders, to be close by them,” Fiscus said.

Maj. Gen. Reginald Harmon's vision proved so successful that Air Force leaders are now ready for the name change, Fiscus said.

“We've integrated extremely closely with commanders and established that relationship indelibly,” he said.